

SUSTAINABILITY
TOOLS FOR
ASSESSING &
RATING COMMUNITIES

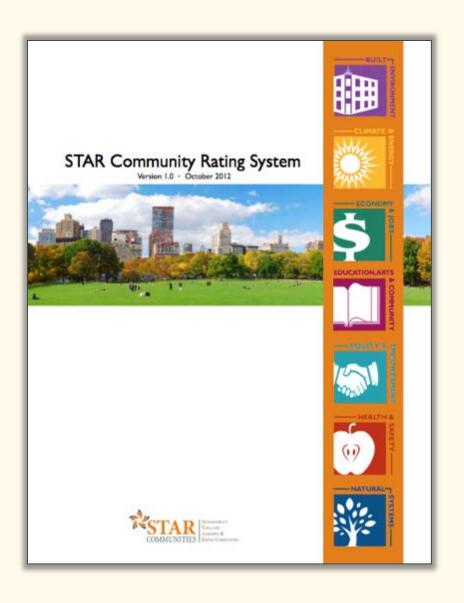




STAR Communities is a 501(c)(3) nonprofit organization that works to evaluate, improve, and certify sustainable communities. We help cities and counties achieve a healthy environment, a strong

www.STARcommunities.org

### STAR COMMUNITY RATING SYSTEM



The STAR Community
Rating System (STAR) is
the nation's first
comprehensive framework
and certification program
for measuring local
sustainability. STAR was
built by and for local
governments.



# COMMON FRAMEWORK FOR SUSTAINABILITY

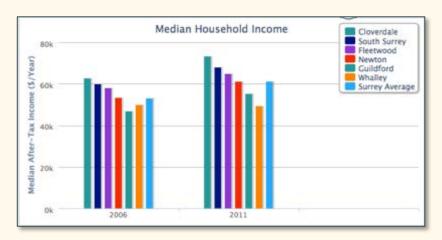
How do we measure sustainability? What does sustainability mean?

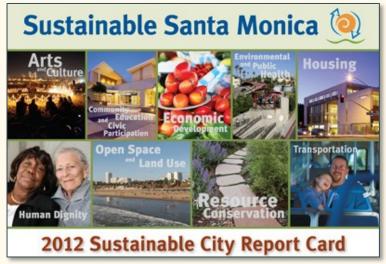


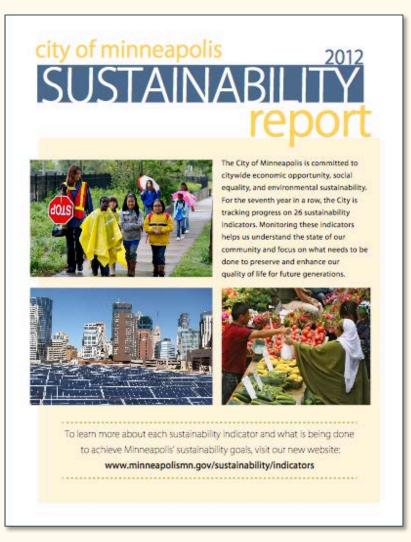


### STANDARD SET OF METRICS

How do we choose from all of the indicators and metrics that are available?







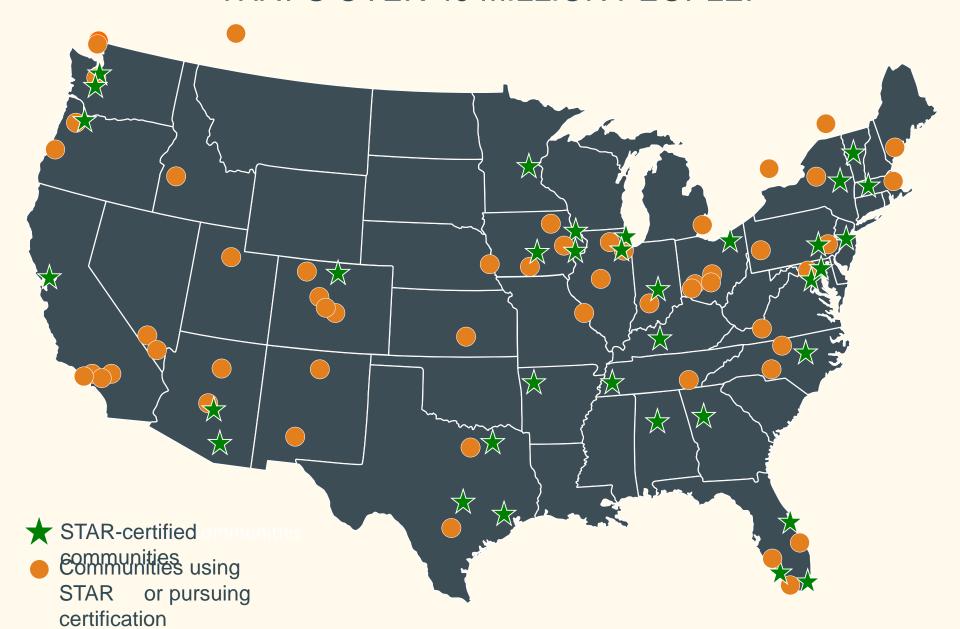
### GAIN NATIONAL RECOGNITION

We need a certification program that challenges us and leverages us forward, faster.



UNITIE

### NEARLY 100 COMMUNITIES ARE USING STAR... THAT'S OVER 40 MILLION PEOPLE!



### WHO IS STAR CERTIFIED?

Thirty-six communities have received a verified STAR Community Rating since November 2013.

### 5-STAR Community

Baltimore, MD

Northampton, MA

Seattle, WA

# STAR STAR BUILDING BU

### **4-STAR Community**

Austin, TX

Dubuque, IA

Plano, TX

Tucson, AZ

Broward County, FL

Evanston, IL

Portland, OR

Washington, DC

Burlington, VT

Louisville, KY

Raleigh, NC

Davenport, IA

Memphis, TN

Tacoma, WA

### 3-STAR Community

Albany, NY

Des Moines, IA

Indianapolis, IN

Reading, PA

Atlanta, GA

El Cerrito, CA

Lee County, FL

Riverside, CA

Birmingham, AL

Fayetteville, AR

Monroe County, FL

Rosemount, MN

Chandler, AZ

Fort Collins, CO

Palm Bay, FL

Woodbridge, NJ

Cleveland, OH

Houston, TX

Park Forest, IL

# LEADERSHIP STAR COMMUNITY PROGRAM

STAR Communities is now serving our 66<sup>th</sup> Leadership STAR Community! Leadership communities continue to report that 1:1 support from STAR staff is the highest value of program.



The Spring 2015 Leadership STAR Communities include:

Abington Township, PA Boise, ID Cambridge, MA Columbus, OH Henderson, NV
Iowa City, IA
San Antonio, TX
Steamboat Springs,
CO

### STAR FRAMEWORK





### THE STAR COMMUNITY RATING SYSTEM

Local leaders use the rating system's menu of 7 goals and 44 objectives to prioritize then measure progress across social, economic and environmental categories.

Built Environment	Climate & Energy	Economy & Jobs	Education, Arts & Community	Equity & Empowerment	Health & Safety	Natural Systems
Ambient Noise & Light	Climate Adaptation	Business Retention & Development	Arts & Culture	Civic Engagement	Active Living	Green Infrastructure
Community Water Systems	Greenhouse Gas Mitigation	Green Market Development	Community Cohesion	Civil & Human Rights	Community Health & Health System	Invasive Species
Compact & Complete Communities	Greening the Energy Supply	Local Economy	Educational Opportunity & Attainment	Environmental Justice	Emergency Prevention & Response	Natural Resource Protection
Housing Affordability	Industrial Sector Resource Efficiency	Quality Jobs & Living Wages	Historic Preservation	Equitable Services & Access	Food Access & Nutrition	Outdoor Air Quality
Infill & Redevelopment	Resource Efficient Buildings	Targeted Industry Development	Social & Cultural Diversity	Human Services	Indoor Air Quality	Water in the Environment
Public Spaces	Resource Efficient Public Infrastructure	Workforce Readiness		Poverty Prevention & Alleviation	Natural & Human Hazards	Working Lands
Transportation Choices	Waste Minimization				Safe Communities	

### ALIGNS WITH STRATEGIC AND LONG-RANGE PLANNING





The Connected Oasis



**Prosperity** 



Health



Environment



STAR Goal Areas reflect Core Values in PlanPHX.



Connect People & **Places** 



Celebrate Our Diverse Communities & Neighborhoods



Strengthen Our Local Economy



Build the Sustainable Desert City



Create an Even More Vibrant Downtown

**STAR** Outcomes provide metrics.



Plans Codes









**I**PlanPHX

STAR Actions offer ideas for Tools, Policies, and

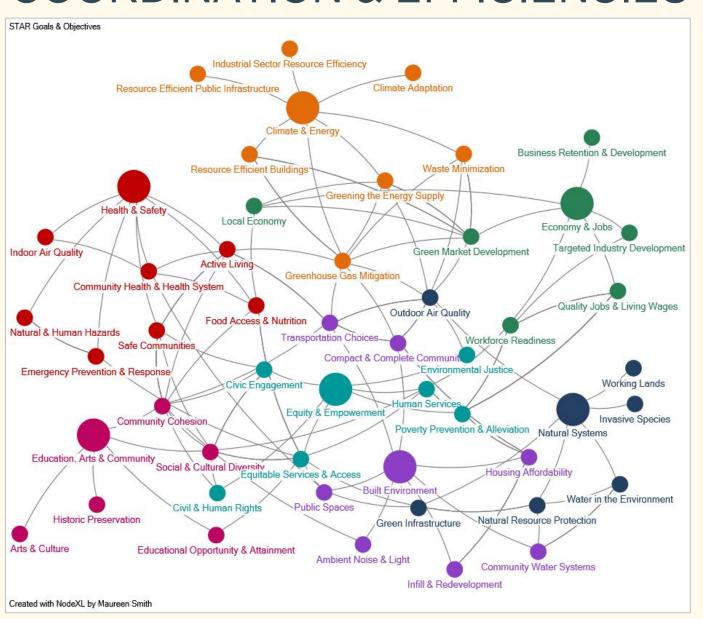
**Operations** 

Financing

**Partnerships** 

Knowledge

# PROVIDES OPPORTUNITY FOR INCLUSION, COORDINATION & EFFICIENCIES



### THE STAR FRAMEWORK

### 7 GOALS

Example: Built Environment

BROAD SUSTAINABILITY THEMES
WITH COMMUNITY-LEVEL
ASPIRATIONS

### 44 OBJECTIVES

**Example: Housing Affordability** 

SUBCATEGORIES THAT MOVE THE COMMUNITY TOWARD THE GOAL

### 108 OUTCOME MEASURES

Example: Demonstrate that 10% of units built are dedicated as subsidized affordable housing

### **408 ACTION MEASURES**

Example: Require, incentivize, or subsidize creation of affordable housing

516 EVALUATION MEASURES USED TO ASSIGN POINTS



### COMMUNITY LEVEL OUTCOMES

### Outcomes are community-scale results: the measureable aim or purpose of each Objective

- Each Objective has between 1 and 4 Outcomes
- Outcomes are the quantitative measurement of an Objective
- An Outcome may have multiple parts or options



### Measured using:

- Trend Lines that capture progress over time
- Thresholds that establish a specific limit above or below which the community would receive full credit



### LOCAL ACTIONS

Actions are the *steps you take* to achieve the Outcomes. STAR has 9 Action Types:

### PREPARATORY ACTIONS

- Education and Outreach
- Plan Development
- Policy and Code Adjustment
- Partnerships and Collaboration
- Practice Improvements
- Inventory, Assessment or Survey

### **IMPLEMENTATION ACTIONS**

- Programs and Services
- Facility and Infrastructure Improvement
- Enforcement and Incentives







### WASTE MINIMIZATION

Reduce and reuse material waste produced in the community

15 points

### EVALUATION MEASURE: Community-Level Outcomes

Outcome 1: Total Solid Waste

Demonstrate incremental progress towards achieving a 100% reduction by 2050 in total solid waste generated within the jurisdiction that is disposed of via landfill or incinerator.

Baseline Year	Years to 2050	Reduction per Year
2000	50	2.00%
2005	45	2.22%
2010	40	2.50%



### WASTE MINIMIZATION

Reduce and reuse material waste produced in the community

15 points

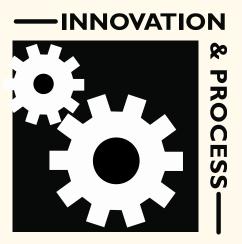
# EVALUATION MEASURE: Local Actions

- 1. Create a Waste Management Plan
- 2. Adopt specific product bans that will significantly advance progress towards waste reduction goals
- 3. Create a public education campaign or a targeted outreach effort for residents and businesses
- 4. Develop or participate in a regional coalition that enhances jurisdiction's ability to address waste management targets
- 5. Implement incentives or enforce regulations ensuring that residents and businesses work toward reductions targets
- 6. Provide services to enable residents and businesses to recycle and reduce their waste footprint
- 7. Collaboratively create and run at least 2 targeted recycling programs at key locations throughout the community
- 8. Operate at least 2 specific waste management

### **INNOVATION & PROCESS**

Communities can receive additional credit in STAR for demonstrating *innovation and best practices* outside of the traditional 7 goal areas. Sections include:

- IP-1: Best Practices & Processes
  - Comprehensive Planning
  - Public Engagement
  - Codes and Ordinances
- IP-2: Exemplary Performance
- IP-3: Local Innovation
- IP-4: Regional Priorities





### POINTS & SCORING

GOAL AREA	POINTS AVAILABLE
Built Environment	100
Climate & Energy	100
Education, Arts & Community	70
Economy & Jobs	100
Equity & Empowerment	100
Health & Safety	100
Natural Systems	100
Innovation & Process	50
TOTAL	720



# PURSUING STAR CERTIFICATION





### CERTIFICATION LEVELS

To drive continuous improvement, STAR Communities manages a certification program that allows communities to analyze their sustainability performance based upon the Rating System. Certification lasts for 3 years.

#### Member STAR Community

A community that has expressed a commitment to the STAR Communities' mission and is using the STAR Community Rating System informally

### Reporting STAR Community

Currently pursuing certification

Certified 3-STAR Community (200-399 points)

Recognized for sustainability leadership

Certified 4-STAR Community (400-599 points)

Recognized for national excellence

Certified 5-STAR Community (600+ points)

Recognized as top tier achiever in national sustainability





### ABOUT THE LEADERSHIP PROGRAM

The Leadership STAR Community Program convenes a diverse mix of cities and counties dedicated to pursuing certification in the STAR Community Rating System. The program provides extensive support and training to help jurisdictions get organized then gather and report data for certification.

Communities gain a faster and more effective start to reporting and certification through structured education and support programs. Additionally, STAR staff is there to support the community throughout the entire data collection and verification process.

The Leadership Program is a transformative experience for communities – it provides a springboard for civic engagement, cross-agency coordination, integrated budgeting and performance management, partnerships with philanthropy, and economic development.



Spring 2014 Leadership Program Cohort at the kickoff training in Fort Lauderdale, FL.



### **PROGRAM BENEFITS**

The Leadership STAR Community Program was launched in 2014 and is based upon our successful pilot program. The Fall 2015 Program will be the 4<sup>th</sup> cohort of Leadership Communities. The program runs for one year and includes the following benefits:

- A 2-day in-person orientation workshop with other Leadership communities
- A dedicated STAR coordinator throughout the year
- One year of membership in the STAR network with STAR Member Community benefits
- Ongoing educational programs and networking opportunities with other Leadership communities
- A copy of the Technical Guide to the STAR Community Rating System
- Access to STAR's customized online Reporting Tool to store and track sustainability data
- Access to STAR's on-call content experts and advisers
- Basic STAR PR media services to assist in local storytelling
- Verification of the community's submission to receive an official STAR certification
- Recognition as a national sustainability leader

### **CERTIFICATION PROCESS**

Receive Local STAR government access to provides SIGN UP signs up for Online trainings and a STAR Reporting resources subscription Tool Build team of Gather data Enter all Takes staff and based on submittal approximatel REPORT local requirements requirements v 6 months-1 partners to in Technical into Online year gather data Guide Tool Submit One chance STAR staff STAR online to make GET verifies all performs application changes or **VERIFIED** submittals final for amend verification for accuracy verification application **ACHIEVE** STAR Certification awards lasts for 3 CERTIFICA certification vears T-ION

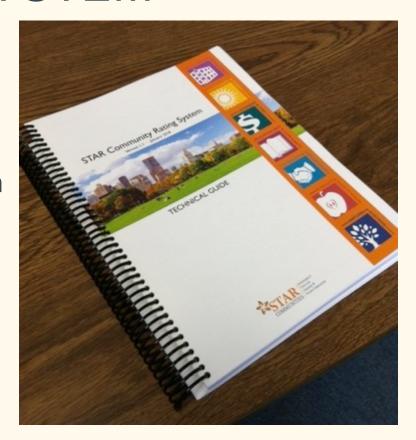


# TECHNICAL GUIDE TO THE RATING SYSTEM

The Technical Guide is the how-to manual to STAR. It includes:

- Data sources and step-by-step instructions for all STAR evaluation measures
- Best practices & examples of communities leading the way
- Submittal requirements for certification

The Technical Guide comes with all community subscriptions and is also available for purchase at www.STARcommunities.org.



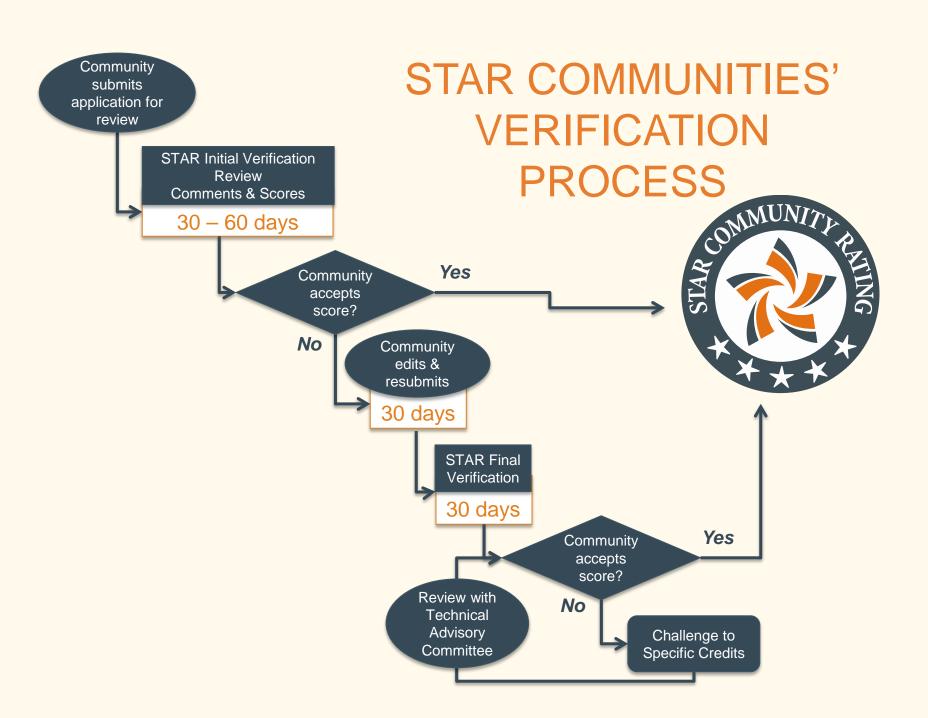


### STAR ONLINE REPORTING TOOL

Arts & Culture	Community Cohesion	Educational Opportunity & Attainment	Historic Preservation	Social & Cult Diversity
OUTCOMES	ACTION	NS		
PROGRAMS A	ND SERVICES			5
homeowners	, residents, senio	tance to low- and rs, and/or busine ance costs associ	sses vulnerable	to rising
Provide the na description of	me and a brief the program or ser	vice		
	idents or businesse tance within the pa	79 (20) (1) <del></del>		
service that ad	ompelling of the program or vances progress sired Outcome(s)		aph description	
towards the de				100

To pursue certification, communities use STAR's online application tool to report on evaluation measures.





# THE IMPACT OF STAR CERTIFICATION





### CATALYST FOR ACTION

Davenport, IA's Hilltop Campus Village was close to meeting the Compact & Complete Center designation; they reduced travel speeds on Main Street to 25MPH and met the threshold.













### Other examples:

- Memphis expedited adoption of the HUD supported GreenPrint Plan
- Reading, PA adopted a Zero Waste Resolution and established a Food Policy Council in advance of verification Reading seeks 3-star rating from nonprofit organization

By Carole Duran - Reading Eagle correspondent READING - The Reading Environmental Advisory Council go application from Brian Kelly, executive director of ReDesign R About the Greenprint Make Your Greenprint! Consortium STAR, an acronym for Sustainability Tools for Assessing and H by STAR Communities, a nonprofit organization. It works to he Final Plan Search. healthy environment, strong economy and sustainable future. Kelly said Tuesday that the city's STAR application was submit Like us on Facebook! The final GREENPRINT 2015/2040 plan is complete! take up to 45 days for the city to be evaluated and given a rating After over two years of outstanding work by Consortium partners and members of the public, it is with Mid-South Regional Greenprint pleasure that we present GREENPRINT 2015/2040, the final Mid-South Regional Greenprint and **F** Like 932 Rating points are given for ordinances and measurable initiative Sustainability Plan. The plan is organized into four primary sections: Introduction, Vision, Strategic Directions, and Implementation. The basis for the plan is the regional vision plan developed in October community education. 2013 by the Mid-South Regional Greenprint Consortium and the public. Greenprint Plans and Studies A PDF document of the final plan can be downloaded by clicking the cover image of GREENPRINT The city hopes for a 3-star rating. 2015/2040 below. Subplanning Demonstration Projects can be found on the Subplanning Page. Documents. > Final Plan contained in the final plan Resource Appendix can be found in the table below.

City Council's plan to pass a zero-waste resolution will also work to improve the rating.

city works to improve its STAR rating, Kelly said.

"Demonstrating increased access to the most vulnerable populations" will be a consideration as the

The city has a goal of reaching a 100-percent solid waste diversion program by 2050.



Los Angeles performed an initial assessment using our online tools and anticipated a 4-STAR Community Rating was



### **IDENTIFY GAPS & PRIORITIZE INVESTMENT**



### **Seattle's Equity & Environment Initiative**

- Gaps identified through STAR Certification informed Mayor's equity initiative
- Local priorities include determining who is and isn't benefiting from Seattle's progress and engaging people of color, immigrants and refugees, low-income and limited-English proficiency individuals in environmental programs and implementation

QI	JITY & EMPOWERMENT	75.8 / 100
+	EE-1: Civic Engagement	10.5 / 15
+	EE-2: Civil & Human Rights	10 / 10
٠	EE-3: Environmental Justice	5.3 / 15
+	EE-4: Equitable Services & Access	18.8 / 20
+	EE-5: Human Services	12.4 / 20
+	EE-6: Poverty Prevention & Alleviation	18.8 / 20

### Mayor Murray's new plans for more Seattle transparency, equity



### DEMONSTRATING CREDIT-WORTHINESS TO BOND RATING AGENCIES

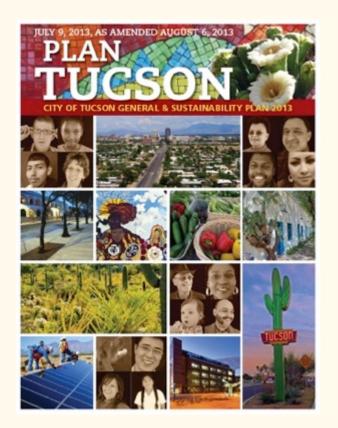
A commitment to sustainability, performance measurement, and continuous improvement demonstrates forward-looking planning and management best practices to bond rating agencies.

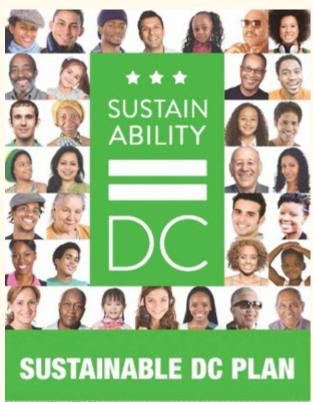
**Economy Finances** 30% 30% **RATING** Debt & Management **Pensions** 20% 20%

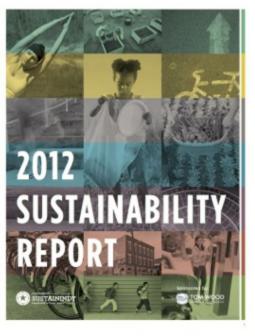


### STRENGTHENING PLANS AND POLICIES

Cities like Tucson, AZ; Washington, DC; and Indianapolis, IN have incorporated STAR's evaluation measures into adopted General Plans, Sustainability Plans, and Annual Reports.











#### Integrating the STAR Community **Rating System into** Comprehensive Planning

Local comprehensive plans are often regaled for the same reason they are ridiculed. While they establish the community's ideal vision for its future, complaints that these plans too after end up "on the shelf" without resulting in meaningful change frustrates planners and the public alike.

To increase accountability for results, Plana, TX and Phoenix, AZ have incorporated metrics and best practices into their comprehensive plans. STAR uniquely combines a robust framework for local sustainability together with a thirdparty certification program to recognize communities that achieve sustainability outcomes or have adapted the practices that will lead them there.

Whether or not communities decide to pursue STAR certification, the following case studies show how cities and counties can use the rating system to guide the development and measure implementation of their comprehensive plans.

#### **STAR Communities**

777 N. Capitol St. NE, Suite 500, Washington, DC 20002 STARcommunities.org 1855) 890-STAR



"STAR was essential to developing our plan, and we intend to use it in implementation to measure success of the plan actions moving forward

- Lori Schwarz, AICP, Comprehensive Planning Manager for the City of Plano.

When Plana launched its comprehensive plan update in 2009, the city was at a transition point. The city's existing plan from 1986 came from a perspective of generating new growth - In fact, much of Plano's housing stock was built between the 1970s and 2000s. Now, less than 1% of the land zoned for residential is vacant and Plano has three times the national average amount of retail space. With the population still growing but becoming more diverse and aging along with the shooping mails. Plana needed a new vision.

Plano's new comprehensive plan, Plano Tomorrow, focuses on maintaining and redeveloping its current assets in order to remain a vibrant, resilient, sustainable and complete city in the future. The recession drove home this vision; while the Dallas Fort Worth area fared relatively well compared to other parts of the country, the City of Plano chose to be fiscally conservative and ensure the city was prepared to respond to the changing national economic conditions. During that time, some major projects, such as the comprehensive plan, were suspended to ensure the city maintained the highest quality of services for Plano residents.

When the planning effort restarted in 2013, it was well-timed to utilize STAR. Plano was accepted into STAR Communities' Leadership Program, which provides extensive technical and peer support for communities seeking STAR certification. The long-Range Planning Division led the completely in-house comprehensive plan process while the Department of Environmental Health took the lead on collecting data for STAR.

"The cross-department collaboration on these parallel efforts was extremely useful," said Schwarz. "It ensures that departments across the city are moving in the same direction and that important conversations were had before plans and programs are established."

The Plano team also discovered that STAR helped to round out the plan by identifying areas where they had not received public feedback and capturing ideas that were already in practice or under discussion, but had not yet been farmally placed in a planning document, such as creating a 20-year solid waste plan or conducting a community health impact assessment.

The data collected for STAR will be used to evaluate the success of Plana Tomorrow's implementation as part of the city's performance measures program. "STAR provides a good measuring stick for the lang-term," said Schwarz, "It will help us determine if we are meeting our goals."

### Plano, TX and Phoenix, AZ integrated STAR into their comp and general plans.



City's General Plan just made sense\*

- Jash Bednarek, Principal Planner for the City of Phoenix.

"The Mayor charged us with making the plan more user-friendly, since the previous plan was 500 pages," said Bednarek, "We really liked the layout and framework. that STAR provides in allowing the reader to dive into the topic area and very quickly figure out what we were going to do to address that."

To simplify the message, city staff focused on two questions: "What are the thingsyou love about Phoenix®' and 'What are your big ideas®'

Over the 2.5-year process, the City held 150 meetings and collected input from 1,300 web users that generated 9,700 big ideas to consider. The feedback resulted in the vision of Phoenix becoming a "connected casis" and identified 5 care values to underpin FlanPHX: celebrate diverse communities and neighborhoods, strengthen the local economy, connect people and places, build the sustainable desert city, and create an even more vibrant downtown

Since Phaenix was also pursuing STAR certification at the same time, city staff used STAR's framework and metrics as a guide. "STAR's Outcomes provided metrics that really devetailed well with our five core values," said Bednarek. "It was a really valuable tool for us to highlight where our plan lined up and point out things we hadn't addressed, either because they aren't required by state statute or the ideas. hadn't come up in conversation with the public.

Alignment with PlanFHX also helped with data collection for STAR. As Rosanne Albright, Brownfields Program Manager, said, "Since Phoenix is such a big city that has so many programs going on at once, it really helped that all the departments were already collecting data for the general plan. In some cases, especially in the area of equity, STAR helped to identify new metrics that we can track to make sure we are meeting our goals."

Now that the general plan is nearing completion, attention is turning towards implementation. "How we're going to measure success, that's where STAR will really come in handy," said Bednarek. "In some cases, we're not quite there yet, but thanks to PlanPHX and STAR, we're well on our way.



STAR Communities \* STARcommunities.org \* [855] 890-STAR 777 N. Capitol St. NE, Suite 500, Washington, DC 20002 COMMUNITIES - Photos courtesy of the City of Risms and the City of Priceria

#### Top 10 Reasons to Integrate STAR into **Comprehensive Plans**

Whether your community is ready to pursue STAR certification or just wares to download the rating system as guidance, there are many reasons to use STAR when developing your

- STAR can help identify metrics for some areas that are harder to quantify, such as
- STAR metrics give the community a way to measure and track the plan's success over
- STAR metrics provide good indicators to communicate progress to the public.
- 7. Timing the comprehensive plan process simultaneously with pursuing STAR certification can make data collection easier
- Cross-department collaboration ensures that all departments are working towards the same goals and identifies new ways they can work together.
- Aligning the comprehensive plan with STAR's nationally vetted framework adds legitimacy and context to the plan's goals.
- STAR's framework can illuminate gaps in the comprehensive plan draft about important ideas that didn't come up during public
- STAR's framework can point out programs and policies that are already in place but have not yet been formally captured in the comprehensive plan.
- STAR encourages the community to set ambitious targets to reach higher levels of sustainability and livability.

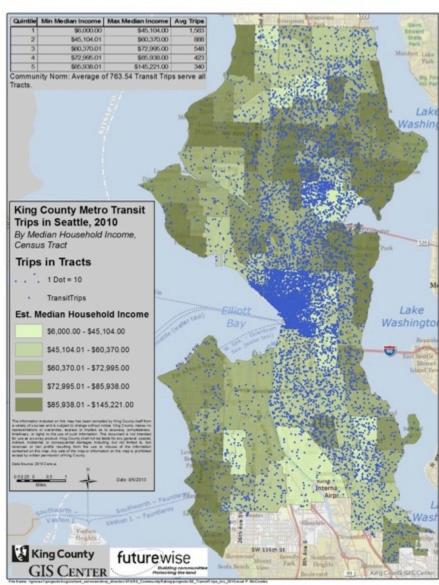
#### And the #1 reason is . . .

Achieving STAR certification at the end of the comprehensive planning process can boost feelings of accomplishment and civic pride, creating momentum for plan implementation.

# FACILITATING REGIONAL DECISION MAKING

Communities like Seattle and King County, WA; Burlington and Chittenden County, VT and Las Vegas and Henderson, NV are aligning performance metrics, identifying ways to streamline work and increase results, and are coordinating with funders and partners to see results.





# CELEBRATING SUSTAINABILITY PROGRESS

Certification creates opportunities to celebrate local sustainability progress, and acknowledge all of the partners that contribute to local sustainability. It is also a great media opportunity!





# BRANDING SUSTAINABILITY COMMUNITY-WIDE

Broward County, FL developed a 4-STAR Broward Branding Toolkit to educate community partners and local leaders on how to leverage the STAR rating to increase economic

development opportunities



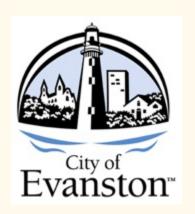






# BUILDING A CULTURE OF LOCAL SUSTAINABILITY

Evanston, IL is using STAR to build on past livability initiatives and fully engage the community in "creating the most livable city in America."



Strategic Plan

"Creating the Most Livable City in America"



Healthy Environment, Strong Economy, Thriving Community



Creating the Most Livable City

Reduce Carbon Emissions 20% by 2016

### **EVANSTON'S LIVABILITY ACADEMY**

Evanston's Livability Academy will be attended by all city staff, and then rolled out to the community. Covers sustainability and livability in Evanston and asks participants:

"How does your work help make Evanston the Most Livable City? What else can we do to make Evanston the





- 75 staff per session
- 13 total sessions
- 3.5 hours each
- 6.5 minute video
- 31 presenters
- 6 TED talks



# IMPROVING TRANSPARENCY & ACCOUNTABILITY THROUGH PUBLIC FACING REPORTING

### **TUCSON, ARIZONA**

The City of Tucson joined the STAR network as a Pilot Community in November 2012. As a Pilot, the community greatly helped to improve STAR through a year-long testing and evaluation period of the STAR Community Rating System and its associated tools and products.

#### Level of Achievement

4-STAR Community

#### Date of Certification

06/08/2014

#### **Population**

580,000

#### **Elected Official**

Mayor Jonathan Rothschild

#### Contact

Leslie Ethen

### **REPORT**







### COMMUNICATING MORE EFFECTIVELY ON SUSTAINABILITY





#### STAR COMMUNITIES

**5 STAR COMMUNITY** 

WHAT'S NEXT

ABOUT STAR

#### The Nation's Most Sustainable City

Seattle has been recognized as a 5-STAR Community - and the nation's most sustainable city - by STAR Communities, the nation's first rating system to evaluate livability and sustainability of U.S. communities. The STAR Community Rating System is a comprehensive framework and certification program for evaluating local sustainability,

ie the rating system's ahead, and measure











### FOR MORE INFORMATION

www.STARcommunities.org info@STARcommunities.org (855) 890-STAR



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